

## **CHAPTER 3 RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter explains the details of the method used in this study. It starts with a summary of the hypotheses. Then, the research design is discussed. In the following section, the development of questionnaires and research instruments are addressed. The reliability and validity content of questionnaire are shown here. Finally, the details and techniques of the data analysis and pilot study are presented.

### **3.1 Hypotheses**

Referring to the conceptual model as proposed in chapter 1 (pg.12) and previous literatures as discussed in chapter 2 (eg: Ostroff, 1992; Bateman and Snell, 1999; Walkup, 2002; Heatley, 2004; Terpstra and Honoree, 2004; Deci and Ryan, 1985; Herzberg,1959; Sandra Lawrence and Peter Jordan ,2009;Lock, 2003; Liang 1997), the hypotheses for this study are developed as follows:

H1.Extrinsic motivation will positively influence job satisfaction.

H2 Intrinsic motivation will positively influence job satisfaction.

H3 Leadership has a moderating effect on the relationship between extrinsic motivation and job satisfaction

H4 Leadership has a moderating effect on the relationship between intrinsic motivation and job satisfaction

### **3.2 Research Design**

As discussed in the previous section, the hypotheses of the research were developed. Therefore, in order to test these hypotheses, the research is designed. More specifically, this study adopted the quantitative techniques. The survey was carried out by using structured questionnaire and targeted employees who are working in the service industry in Malaysia. The questionnaire consists of (5) sections covering extrinsic motivation factors, intrinsic motivation factors, leadership, job satisfaction and demographic information.

This research is conducted on the service industry of Malaysia generally, the probability sampling method be used for data collection, this method assures that the different members of the population have an equal chance of selection. Another reason for the probability sampling is the need to eliminate any possible researcher bias. About 250 structured questionnaires will be distributed to employees who are working in the Malaysian service industry. The questionnaires were distributed only to qualified respondents; those who are working in the service industry. The unqualified respondents were eliminated from the data entry section.

The following five selected major places were targeted to distribute the questionnaires: Gombak, Wangsa Maju, KL city, Ampang, Selangor. All the above places are located in the Klang Valley of Malaysia which has the largest population in Malaysia (23.92% of the total population of Malaysia).

### 3.3 Questionnaires Development

The questionnaire used in this study was adapted from previous literature on related studies published by a few researchers. Table 3.1 below are detailed sources of the questionnaires.

**Table: 3.1 Summary of the questionnaire**

**Part A: Extrinsic Motivation:**

Dimension	Items	Statement	References
Promotion	EM1	I would be willing to be transferred to a higher level and to a more demanding position	Sandra Lawrence and Peter Jordan, (2009) - questions developed testing an explicit and implicit measure of motivation.  Susan Koenigsnecht (2002)-questions developed to access the importance of motivation factor between Baby Boomer and Generation X employees
	EM2	I seek an active role in the leadership of a group	
Bonuses	EM3	Money factor is the best way for my manager to recognize me for the contribution I made to the company's success	
	EM4	I am adequately compensated for the contribution I made to the company's success	
Given Praise	EM5	The positive evaluation which I got from others makes me motivated to want to do good work.	
	EM6	I have always received praise from my manager	

**Part B: Intrinsic Motivation:**

Dimension	Items	Statement	References
Challenge	IM1	Having a new challenging and interesting work is very important for me.	Sandra Lawrence and Peter Jordan, (2009) - questions developed testing an explicit and implicit measure of motivation.  Susan Koenigsnecht (2002)-questions developed to access the importance of motivation
	IM2	I push myself to be "all that I can be".	
Responsibility	IM3	I feel that being responsible for my work is the key factor that motivates me to do a good job.	
		I feel motivated thinking that it	

	IM4	is my responsibility that my clients are better served as a result of my work.	factor between Baby Boomer and Generation X employees
Work Interaction	IM5	Hoping to get in touch with other people	
	IM6	The management has good communication with employees and frequently provides support and feedback on our work.	

**Part C: Leadership:**

Dimension	Items	Statement	References
Leadership	L1	He/she treats people with dignity and respect.	Nigel Bassett – Jones and Geoffrey C.Lloyd (2004) - questions developed to measure the extent to which a positive relationship with the line managers would influence willingness in contributing ideas.
	L2	He/she supports and helps me to do the best job I can.	
	L3	He/she is approachable and easy to get on with.	
	L4	He/she does a good job of explaining decisions that affect me and my department.	
	L5	He/she monitors my performance and discusses it with me.	
	L6	I have confidence in the judgment and ability of my department's management.	

**Part D: Job Satisfaction:**

Dimension	Items	Statement	References
Job satisfaction	JS1	The degree to which I am fairly paid for what I have contributed to this organization	Liang A.H (1997)- based on job Diagnostic Survey developed by Hackman and Oldman (1980) to assess employee's level of satisfaction  Banoo (2007) - questions used to measure the relationship between job motivation factors and job satisfaction
	JS2	The feeling of a healthy working environment.	
	JS3	The feeling of talking and working with people in my job.	
	JS4	The joy of setting personal goals and challenging myself to produce quality work.	
	JS5	The feeling of worthwhile accomplishment I get from doing my job.	
	JS6	The amount of independent thought and action I can exercise in my job.	

### **3.4 Research Instrument**

A questionnaire was administered and the respondents were asked to evaluate each statement in the questionnaire on a five-point bipolar scale with scale poles ranging from strongly disagree (1) to strongly agree (5). The question survey instrument consists of four pages and was divided into 5 sections. The first 4 sections were designed to indicate the participant's opinion of these items by weighting them on a scale of 1 to 5, whereby 1 reflects the most negativity opinion and 5 indicate the most positive opinion. Finally, section 5 was designed to obtain demographic information about the survey participants, i.e. participant's gender, age group, ethnic background, religion, education level, current job position, type of industry and length of service in the current organization.

### **3.5 Reliability and Validity Content of Questionnaire**

The questionnaire used in this study was developed by other researches and then, it is assumed to have high reliability and high validity content. The research which was published previously has reported the Cronbach's alpha for reliability are as follows: Extrinsic motivation=.85(Cooper et al,2000; Francis et al,1992), Intrinsic motivation=.90 (Roccas et al., 2002; Sokolowski et al,2000; Banoo,2007);Leadership =.778(Nigel Bassett – Jones and Geoffrey C.Lloyd; 2004)) ; Job satisfaction=.787(Liang,1997; Hackman and Oldman,1980). Furthermore, a pilot study was carried out on my MBA colleagues made up of 15 respondents. This pre test is to check on the validity of the questions, the understanding by the respondent

on the questionnaire and the time taken to reply. It also looked at any ambiguity in wording and in the format of the questions. A simple statistic (median, mean, percentage) was conducted for the data of the pilot survey, the result of the analysis looks normal and all questions are relevant to this study. It took the respondent about 10 minutes to answer the questionnaire and overall the questionnaire is understood by the respondents.

### **3.6 Data Analysis Techniques**

The data collected is analyzed using Statistical Package for Social Sciences Program (SPSS).

### **3.7 Summary**

This chapter presents the research methodology used in this study. In the earlier section, the hypotheses of this research are discussed. Then, the research design, questionnaires development, research instruments, reliability and validity content of questionnaire, data analysis techniques and pilot study are addressed altogether. Chapter 4 will cover all the results of this research that were arrived at using SPSS versions 16.0